REVISED SYNOPSIS

IMPACT OF JOB SATISFACTION ON PERFORMANCE OF WORKERS WITH SPECIAL REFERENCE TO TEA INDUSTRY IN WEST BENGAL

Submitted to

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This is to certify that the Research Synopsis Entitled "IMPACT OF JOB SATISFACTION ON PERFORMANCE OF WORKERS WITH SPECIAL REFERENCE TO TEA INDUSTRY IN WEST BENGAL" has been submitted to the Department of School of Management and Commerce, ALAKH PRAKASH GOYAL SHIMLA UNIVERSITY, Shimla, in partial fulfilment of the requirements for the degree of Doctor of Philosophy in Management of this University. To best of my knowledge no part of this Research Study has been submitted before for any degree or diploma in anywhere in or outside India and the academic assistance received during this course of plan and course of literature and sources of literature have been duly acknowledged.

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This is to certify that the Research Synopsis entitled "IMPACT OF JOB SATISFACTION ON PERFORMANCE OF WORKERS WITH SPECIAL REFERENCE TO TEA INDUSTRY IN WEST BENGAL" has been, submitted to School of Management, ALAKH PRAKASH GOYAL SHIMLA UNIVERSITY BY INDRANIL GANGULY Enrolment REG. No. 20PHMN02 in partial fulfilment of the requirements for the degree of Doctor of Philosophy in Management of this university. The Research Synopsis has been approved by the Research Development Committee (RDC) in its meeting held on dated ……

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Introduction

Tea is a refreshment drink. We prefer tea to make our-self energetic. Tea reduces many deceases. Tea is very popular beverages Worldwide. Everyday more or less millions of people consume tea in their daily life. Tea industry is a 200 years old industry in India. Assam, West Bengal, Tamil Nadu and Kerala are famous for tea plantation in India. Tea sectors comes under Agricultural product. There are many types of tea is available in the market i.e., black tea, green tea, masala tea etc. In India, two types of teas are very famous i.e., first Darjeeling tea and second Assam tea. Darjeeling tea is famous for aroma whereas, Assam tea is famous for flavour. Around 65000 people are working in Tea Industry. Approx 10 million persons livelihood depends on this industry. Tea industry have Yearly turnover is 10 cr. 250% growth rate in production was found since independence. Approximately 50% Workers are Women here. Darjeeling tea has a golden in colour and fruity aroma. As per the tea experts, it has a citrus fruit, flowers. Darjeeling tea tastes is sweeter and less bitter compare to normal black tea. The Darjeeling Tea called "the champagne of teas." because of its colour. Darjeeling tea was grown and packed in the Darjeeling district, West Bengal, India. The ratio of Tea production is 23% of the total production and 21% of the total consumption. Approx. 80% of the tea produced is consumed within India (as per the report of Tea Board of India). The Tea Board of India controlled entire Tea Sector.

Present status of Indian tea in Global position

	World	India	Rank	% Share
Area under tea (Million hectares)	3.94	0.58	2nd	15
Production (Million Kg)	4162	966	2nd	23
Yield (Kg/Hectare)	1143	1668	-	-
Export (Million Kg)	1738	193	4th	11
Consumption (Million Kg)	3980	837	2nd	21

Darjeeling Region:

The region of Darjeeling lies under 26° 3' and 27° 13' North latitude and 87° 59' and 88° 53' East longitude. Darjeeling region covers a overall 1.164 square miles area. The Darjeeling region look like irregular triangle. Darjeeling is a border district, covered up by Nepal and Bhutan. Darjeeling contains various types of soil. Loamy soil contains full of nitrogen. Nitrogen helps in tea plants growth. Darjeeling tea is. very well-known for its outstanding flavour and delightful golden colour. The good quality of tea plants grows up in different parts of the Darjeeling district. The good quality of tea plants grows up in different seasons in the whole year on the same gardens. As per Tea Board of India (teaboard.gov.in) Darjeeling Tea exported all around the world. Tea leaves are grown up at 600 to 2000 metre above the sea level. The climate of Darjeeling is very suitable for tea plantation. Annual average rainfall is 309 cm. Darjeeling tea was first time planted in early 1800s, the value of Darjeeling Tea based on her climate, soil conditions, altitude and meticulous processing. Darjeeling tea grown up every year around 10 million kilograms. 17,500 hectares of land are covered with this agricultural product. Darjeeling tea have a special aroma, which is very rare. Darjeeling Tea is aspired to, worldwide. Darjeeling is situated in the north side of West Bengal and surrounded by Himalayas. Eye catching deep green valley's all around in Darjeeling District. Darjeeling is where the world's most fabled tea is born. A tea that echoes mystery and magic in every sip. Darjeeling is situated in the north side of West Bengal, among the great Himalayas, in the state of West Bengal. Every morning, as the mist rises from the mountains, women tea puckers make their way up the steep mountain paths towards the 87 fabled gardens that have been producing the highly prized black teas of Darjeeling. Located on grand estates veiled in the clouds, the gardens are in fact plantations that, at times, stretch over hundreds of acres. The tea is picked fresh every day, as fresh as the crisp green leaves can make them. The tea bushes are mystic messages on the Earth's canvas. A tale of excellence, brewed cup by cup, produced with the loving care lavished by the workers. Caressed to state-of-the art perfection by unchanging tradition. Quality that is cherished worldwide. leaves and the blue skies. Take a deep breath and feel it stir your soul. Darjeeling tea refresh human mind. Production of Darjeeling tea, one of the most popular tea varieties globally, has shrunk to 6.5 million kg in 2021, the lowest on record and just half of the 13 million kg produced two decades ago.

Terai Region:

The region of Terai lies under 26° 28' North latitude and 88° 48' East longitude. Terai is a narrow strip of land lying in the foothills the Himalaya. It is speared up to Bihar boarder. The northern part of Terai is located at the base of Himalayan, while the south part and western part of Terai is plain land. Average rainfall in Terai is more than 3000 mm. But the rainfall is unequally spread. The soil found in northern part of Terai is sandy loam with stony patches, while soil found in south and west part of Terai is sandy loam. Entire foothills of North - Eastern region of Himalayan range is widely identified as Terai. It includes Siliguri Sub-division and the nearby plain lands of Darjeeling district. Terai is famous for Orthodox and. C.T.C. tea.

Dooars Region:

Dooars is comes under Jalpaiguri district. Jalpaiguri district is set on the sub-mountain part of the Himalayas. The name Dooars came from Hindi word "Dwar". The word ‘Dwar’ means gateway. It is the gateway of Bhutan. The western part of Dooars is situated in Jalpaiguri district, while the Eastern part of Dooars comes under Goalpara district in Assam. Dooars region is situated at the foot of the Bhutan hills. The Teesta River floated on the west part of Dooars and the Sankos River floated on the east part of Dooars. Dooars is a flat strip land which is widely spread about 22 miles and 200 miles long. The bordered are Bhutan and Darjeeling in north, Cooch Behar and Baikunthapur jungle in south.

Climate change, working condition, closure of gardens, high level of absenteeism among tea workers, losing export markets due to agitation of tea workers. Little effort to promote the Darjeeling tea in the domestic market have led to the fall. Planters fear that if the government does not come up with a revival package, then Darjeeling tea, the flagbearer of the Indian tea industry, will get lost in history just like the teas from Himachal Pradesh's Palampur.

Tea workers are facing dangerous and degrading working conditions around the world. (Global Research & India Committee of the Netherlands, 2016). Long working hour i.e., 74 hours a week. Low level of satisfaction found on working conditions of tea industry (Goowalla, 2015). Poor housing, Low wages are demotivated young workers to work in these industries (Chandrabose, 2015). Due to illiteratecy, workers are not aware about labour welfare and other social security schemes provided by Government (Debnath & Debnath, 2017). Every organization should work out a strategy to find out how to influence the attitude of its Workers so that they work with utmost satisfaction, commitment and motivate co-workers to achieve (Ashok Chanda 2007). Low productivity, low sales and low Worker morale are found in the tea factories in Kisii County, Kenya. Organization productivity and growth depends on reduce labour turnover, increase and create the workers productivity culture, eliminate or reduce industrial unrest and improve management and staff relation in the factory. Job satisfaction or Worker satisfaction is a measure of workers' contentedness with their job, whether they like the jobs, Researchers have also noted that job satisfaction measures vary in the extent to which they measure feelings about the job. According to Edwin A. Locke (1976) job satisfaction was a positive emotional state resulting from the appraisal of job experiences. Spector (1997) were suggested 14 common facets: appreciation, communication with co-workers, fringe benefits, Job conditions, nature of the work, organization, personal growth, policies and procedures, promotion opportunities, recognition, security, and supervision. Ryan, Schmitt, and Johnson (1996) found out that Worker morale was related to subsequent business performance indicators, customer satisfaction sentiments, and turnover ratios. Job satisfaction in the tea sector amongst the executives. This study focuses on the influence of job satisfaction on burnout among tea garden executives.

The study investigates the impact of Job Satisfaction on Performance of Workers of Tea Sector in West Bengal.

Literature Reviews

Job Satisfaction:

Linz, S.J. (2003) examined the factors increased job satisfaction. A sample of 1200 Russian Workers were taken. The result showed that rewards and management training programs were those factors which helps to increase job satisfaction of Russian Workers.

Karatepe, O.M. et al. (2003) examines the effects of various dimensions (The work itself, Supervision, Pay and Physical evidence) on job satisfaction of Turkish frontline Employees in Northern Cyprus hotels. 24 hotels (three-, four-, and five-star hotels) in Northern Cyprus, out of 500 Minnesota Satisfaction Question (translated in Turkey language) 287 was usable. One-way ANOVA was used. Findings recommend that pay and supervision have significant positive effects on the job satisfaction of frontline staff.

Hancer, M. and Ozturk, A.B. (2011) examine the level of job satisfaction of restaurant non-supervisory employees. Used 'Minnesota Satisfaction' Questionnaire to 798 respondents from 52 restaurants for collection of data and Factor analysis was conducted. Study finds out that 50.2% of the respondents are little satisfied, 25.6% indicated an average and 24.2% a highly satisfied with their job. Out of four factors extracted from the Factor Analysis 'Security' was ranked highest.

Job Satisfaction of Tea Workers

Banerjee, S. (2015) had examined the different way to achieve job satisfaction and reduce burnout of Tea Garden executives. Emotional tiredness, depersonalisation and mental tiredness were the measuring component of Burnout. As a result, the study showed that biographic variables were weak relationship with job satisfaction.

Jaganathan1, A. and Palanichamy, K. (2017) investigated the small tea grower's satisfaction level at Nilgiris District of Tamil Nadu and problem faced by them. 100 tea plantation workers were taken through person administered survey and many magazines and journals were used as a secondary data. Result exposed that 22% were satisfied by marketing facilities and availability of tea plants, 12% were satisfied by profit made, 17% were satisfied by availability of loan facilities, 9% were satisfied with price of Tea, 10% were satisfied with tea board activities. And the result also revealed that the problems faced by tea growers at Nilgiris district were lack of co-operation, unavailability of loans, lack of transportation facilities.

Kuranage Anton Rohan Christin Perera, A. K. (2018) investigated the relationship between Job Satisfaction and Productivity of Workers of tea plantation sector in Sri Lanka. The study find that job satisfaction has a significant positive impact on productivity.

Priyadarshan, S. (2019) had found that due dissatisfaction of labour tea industry is suffering from to lockout, strikes etc. labour problem. The study focused on facilities offered to the workers to achieve satisfaction

level. the result revealed that 6.7% were highly satisfied, 39.3% were satisfied, 23.3% of neutral opinion about with their job. Whereas, 20.7% were dissatisfied. But 10 % were highly dissatisfied with their job.

Arumainayagam, K. and Morais, S.N. (2020) investigated the factors of motivation in tea plantation industry in Sri Lanka. In Sri Lanka, motivation used as a tool to retain Workers. The pay, benefits and working environment was consider as a factors of motivation. Whereas, job stress was a demotivator. A positive correlation found between pay, benefits and working environment with Motivation.

Performance of Tea Workers:

Savur, M. (1973) investigated the way to earn extra profit for tea industry. They mostly exploiting female workers. Due to availability of land, labour, machinery at a low price. British Government started investing on Tea Industry in India. Un-healthy working condition, recruitment through tea labour contractor or agent, surpluses of labour etc, Britishers misusing Indian resources. Profit increasing through exploiting of labours in different way, i.e., reducing cost of production, increasing labour productivity, reducing labour force, paying incentive wages on daily basis, wage paid based on age and gender, lack of job security, huge workload etc.

Oroni, R. O. et. al. (2014) studied the motivation factors (intrinsic factors) of tea factory workers of Kisii County in Kenya to influence Worker performance. Promotions, reward were considered as a construct of motivation. 200 permanent Workers and 300 temporary Workers were taken through Purposive sampling technique. As a result, the study found that motivated Worker provides high performance.

Sinha, S. (2022) investigate impact of skill development on performance of tea workers of Assam. Study examined the proper skill development training provides to the small tea growers of Cachar district of Assam. Small tea growers are the business persons. Small tea growers planted and sell tea to the tea factory of other bigger tea gardens. Small tea growers hired workers for plucking and planting of tea leaves. 264 small tea growers of Cachar district were taken through interview method with self-made questionnaire. Pilot study was conducted. questionnaire developed in five-point rating scale. Through Linear Regression data was analyse to check the relationship between skill development on performance of tea workers. Result found that one unit rise in the skill development will increase 0.950 unit of performance of small tea growers.

Relationship between Job Satisfaction and Performance

Rodrigo, J. A. H. N. et al., (2022) examined the relationship between Job Satisfaction (Pay and Benefits, Working Condition, Training, Nature of work) and Employee Performance. Deductive method was used to assess the present theories. Quantitative study was done. Thru simple random sampling 66 primary data were selected using structured questionnaire. The data were analysed using correlation and regression analysis. Result revealed that a positive relationship exists between job satisfaction and employee job performance. And it was also found that job satisfaction (independent variable) was created statistically

significant impact on employee job performance. The study concluded that increased of salary, relationship with supervisor, training and recognition increased employee job performance.

Yvonne, W. et al. (2014) investigate that a relationship exists between job satisfaction and job performance of franchised retail-chain organization staff located in Kepong, Wilayah Persekutuan. Job Satisfaction was being discussed thru 9 factors. The nine factors are pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, co-workers, nature of works and communication. Job performance was being discussed thru 2 factors, i.e., contextual performance and task performance. Quantitative research design was conducted. Thru convenience sampling method 77 respondents were selected for the study. The data was analysed thru descriptive statistics and correlation test. The result shows that there was a week positive correlation ($r = 0.370$) exist between job satisfaction and job performance.

Gupta, I. (2014) investigated the need and importance of job satisfaction. The study also examined the impact of job satisfaction to improve the performance of employees. The study considers primary and secondary data to achieve an accurate result. Employees task performance and contextual performance were the criteria to measure employees job performance. The finding shows that job satisfaction was created statistically significant impact on job performance.

Relationship between Job Satisfaction and Performance of Tea Workers

Latif, M.S. et. al. (2015) A general concept is that “A satisfied worker is a productive worker”. The study examined the job satisfaction level and it is created an impact on performance of organization. The study focused on internal and external factors to measure the level of job satisfaction of management, senior managers, managers, professionals and support staff of five profit and non-profit organizations. And their relationship with organizational performance. Result revealed that a positive correlation exists between job satisfaction and organizational performance.

Santhosh Kr. R., (2019) had examines the Job satisfaction-related issues (non interest to do work, stress, irregular offs and leaves from their work, low loyalty on boss, negative attitude towards the company) in tea Industry in Idukki District, Kerala, India. The result shows that job dissatisfaction was associated with low productivity. The study suggest that Job Satisfaction is an important factor of Productivity or Performance.

From the above discussion, Job Satisfaction was found a very important factor of Worker Performance. So, the study investigated the level of Job Satisfaction and their impact with Worker Performance.

Need of Study:

According to Global Research and India Committee of the Netherlands (2016), tea workers are facing dangerous and degrading working conditions around the world. From Goowalla, (2015), it was found that long working hour is a problem of tea Workers. In tea sector, 74 hours a week is common working hours which is comparatively high in accordance to other sectors. According to Section 51 (Factories Act 1948), an Worker should be permitted to work 48 hours in a week and not more than 10 hours in a day. Poor housing and Low wages were demotivated young workers to work in tea sector (Chandrabose, 2015). As per Debnath & Debnath (2017), labour welfare and other social security schemes provided by Government were unknown to them due to their illiteracy. Utmost Worker job satisfaction depends on good job strategy (Ashok Chanda 2007). Tea sectors Workers of Kisii County in Kenya, were go through with Low productivity, low sales and low Worker morale. According to Richard Omwoyo Oroni, Mike Iravo and Charles Munene Elijah (2014) Kisii County, Kenya; tea Workers were demotivated due to low level of job satisfaction. They suggested that motivation was a tool which was used to motivate them about their job and through motivation, it is possible to increase their productivity. Organization productivity and growth depends on reduce labour turnover (Abesinghe et. al., 2021).

From the above discussion it is clear that job dissatisfaction was found among tea Workers which is the cause of Worker low productivity. Due to low working condition, long working hours, labour illiteracy, lack of good job satisfaction strategy, lack of motivation, reduce labour turnover etc. Workers were dissatisfied with their job. Therefore, job satisfaction among tea Workers is a prime concern for Tea Organization. So, the study investigates the impact of job satisfaction on performance of workers with special reference to tea industry in West Bengal.

Scope of the Study:

The purpose of the study is to measure the current level of job satisfaction exists among the Worker and its impact on performance of workers with special reference to tea industry in West Bengal. The Data is going to collect from Kolkata, West Bengal. The proposed study is limited to the four companies of Tea Sector at Kolkata, West Bengal. The study measures the overall job satisfaction of Workers of Duncan House, Tea Board of India, Darjeeling Tea Company and Goodricke Tea. And the impact of Worker job satisfaction on their performance.

Objective of the study

1. To identify the impact of intrinsic factors and extrinsic factors on Job Satisfaction of Tea Workers in West Bengal
2. To analyse the Level of Performance of Tea Workers in West Bengal

3. To examine the relationship between Job Satisfaction and Performance of Tea Workers in West Bengal.
4. To study the impact of Job Satisfaction on Performance of Tea Workers in West Bengal.
5. To study the impact of emolument on the performance of tea workers in West Bengal

Hypothesis

1. H_0: There is no significance impact of intrinsic factors and extrinsic factors on Job Satisfaction of Workers of Tea Sector in West Bengal
2. H0: There is no significant difference on the level of Performance of Workers of Tea Sector in West Bengal
3. H_0: There is no significance relationship between Job satisfaction and Performance of workers in the tea sector in West Bengal.
4. H_0: There is no significance impact of Job Satisfaction on Performance of Workers of tea sector in West Bengal
5. H_0: There is no significance of emolument on performance of tea workers in West Bengal

Proposed Research Methodology

Research Design:

In this study descriptive research design will be conducted. In Northern part of West Bengal two types of Tea gardens are well-known. First are organized tea estates or tea gardens. But the second types are not organised. It called small tea sectors which is not covered by Plantation Labour Act, 1951.In organized tea estates, factory workers and plantation workers are covered by the Plantation Labour Act, 1951. Organized tea estates labours are resided in labour colony. labour colony are situated inside the tea garden area. Whereas, small tea sectors workers are generally temporary workers. Small tea sectors workers are plucked tea leaves and sold it to the Bout Leaf Factories or organized tea estates. Small tea sectors did not involve with Tea economy directly. Small tea sectors have no impact on West Bengal economy directly. Because they are temporary workers. Small tea sectors have been slowly occupying importance in tea industry of West Bengal. Darjeeling, Dooars and Terai workers are covered by Plantation Labour Act, 1951 Therefore, Data Collected from Darjeeling, Dooars and Terai.

Sampling Technique: Simple Random Sampling technique will be used to choose the respondents.

Research Area: The research area is Tea Industry, West Bengal, i.e., Darjeeling, Dooars and Terai.

Sample Size: Good sample size calculation formula will be used to identify the accurate sample for the study.

Population: Tea Workers in West Bengal.

Data Collection: Primary Data will be collected from Tea Workers in West Bengal and Secondary Data will be collected from published data.

Statistical Tools: Structured Questionnaire were measured Overall Job Satisfaction of workers. And Structured Questionnaire will measure the Performance of workers – Task Performance, Adaptive Performance and Contextual Performance.

Process of Data Collection: Questionnaire methods will be used to collect primary data and used different authentic published site to collect Secondary Data.

Period of Study: 2015 - 2020

Statistical data analysis tools: Data will be analysed through IBM SPSS 27 Version. First, Data Normal Distribution will be checked through Kolmogorov-Smirnov **or** Shapiro-Wilk test. **A**nd Descriptive Statistics and Inferential statistics i.e., Pearson Correlation and Regression.

The study is presented in five chapters:

1. Introduction
2. Review of Literature
3. Research Methodology
4. Data Analysis and Interpretation
5. Findings, Conclusion and Suggestion

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